

Office of the Director

SP - 17/75
14 February 1975

MEMORANDUM FOR: Executive Assistant to the Deputy for National Intelligence Officers

SUBJECT: Finished Intelligence on Strategic Programs

1. Attached is a bibliography of intelligence products on Soviet ICBMs. It shows that 424 finished intelligence products were issued during the period January 1973 to June 1974. An additional 64 articles in periodicals were listed because they were considered substantive rather than transient event reporting.

2. I am forwarding you this bibliography because I believe it dramatically demonstrates what I believe is a major managerial problem for the NIOs and the IC Staff. It required more than six months merely to compile the bibliography, which shows the lack of a central reference for intelligence products and the inadequacy of bibliographies maintained by many agencies. Compilation of lists of finished intelligence planned for production would be an even more difficult task.

3. I know you are aware that in attempting to oversee the production of intelligence, the NIOs and the IC Staff are missing a managerial mechanism for telling us what is planned for production and what has been produced. It is not only the NIOs and IC Staff who are disadvantaged. I believe we would introduce some production efficiencies merely by making intelligence managers at all levels aware of community-wide production programs.

4. It is possible that all of the some 500 reports on ICBMs listed in the bibliography might be attributed in one way or another as contributing to several KIQs dealing with ICBMs. I'm sure the candidate list of production responses to our present KIQs on ICBMs will be of lesser magnitude, but may still be too long for detailed analysis and evaluation.

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5. We are all aware of the lack of a system by which the DCI can manage intelligence community resources. In whatever form that system evolves, a mechanism for knowing what has been produced and what is planned for production would be a basic requirement. Therefore, action to establish such a mechanism now would not be lost motion.

6. I recommend that the D/DCI/NIO stimulate the establishment of a system for recording in a central location all finished intelligence produced and to be produced. This is a job which I believe should be undertaken by the IC Staff in collaboration with the ASD/I. I see this as a difficult task, one involving reporting problems, bureaucratic prerogatives and one which will probably raise more concerns than optimistic expectations on the part of intelligence managers. There will be fears that it will expose duplications, eliminate needed products, bring about central direction of intelligence production, provide a basis for Congressional reviews and will ultimately have resource implications. One-time efforts of this kind in the past raised just such concerns. In any case I believe the Intelligence Community must get on with the task.

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Assistant National Intelligence Officer
for Strategic Programs

Attachment

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